

# ***Missouri Department of Mental Health***

**Vision and Leadership  
Considerations**

**January 2007**

# DMH DIRECTOR TASKS: FIRST 60 DAYS

- **Focus the DMH vision;**
- **Build the DMH Leadership Team;**
- **Develop DMH director mentor groups:**
  - **Consumer/Family/Advocates**
  - **Providers**
- **Facilitate presentation of the '08 DMH Appropriations requests.**

***DMH VISION THEMES:  
2007-2012***

**“The DMH Future We Seek  
To Create”**



# DEFINITION OF ORGANIZATIONAL VISION

## **Vision:**

**A brief, compelling description of how DMH wants to operate at a designated future point, and how Consumers and their Families will benefit.**

# VISION DEVELOPMENT CONSIDERATIONS

- Each selected vision theme has the following costs :
  - **Identifying the vision and building broad-based consensus;**
  - **Strategy Development/action planning**
  - **Resource allocation**
  - **Program implementation**
  - **Outcomes Evaluation**
- DMH will not have a problem identifying worthy vision themes; its problem will be in limiting the number of themes based on available resources and energy.

# MISSOURI DMH VISION THEMES: 2007-2012

-  ***"Do No Harm":*** DMH optimizes consumer safety in all its services.
-  ***Strong Consumer/Family Voice:*** Consumers and Families have a strong voice in DMH program design, individual service planning and outcomes measurement.
-  ***Medical and Behavioral Service Integration:*** DMH focuses care coordination on Consumers' behavioral *and* medical conditions for better health outcomes.
-  ***Missouri Child Mental Health Leadership:*** DMH facilitates Missouri's interdepartmental vision/action to address child mental health needs.
-  ***Data-based Decision-Making:*** DMH uses data analytics for Consumer risk prediction and program decision making.
-  ***Strong Local DMH Service Systems:*** DMH develops and supports strong local MH service systems accountable for the full continuum of care.
-  ***Mental Health Leadership for the Future:*** DMH develops and mentors a deep pool of future Missouri mental health state and local leaders.

# VISION THEME: DO NO HARM

- ***The Vision:*** *Consumers and their families do not fear greater risk of harm from DMH services than the condition that caused them to seek help from DMH.*
- **Areas of Emphasis:**
  - Prevention of consumer Abuse and Neglect (CAN) in DMH state operated and contracted programs
  - Clinical and pharmacological treatment guided by best-practice standards
  - Well-designed and consistent CAN investigation processes
  - Fair accountability without creating a “paralysis of fear” among providers
  - CAN goal-setting and evaluation measured through data analytics
- **Potential Strategies:**
  - Recommendations of MH Commission “Do No Harm” Report
  - Interdepartmental Task Force on Mental Health
  - Future Recommendations of DMH Leadership Team, facility and provider representatives

# VISION THEME: STRONGER CONSUMER/FAMILY VOICE IN DMH PROGRAMS

■ ***The Vision Theme:*** *Consumers and their families have a strong voice in DMH program design and evaluation, and greater control of their individual treatment processes.*

■ ***Areas of Emphasis:***

- Strong Consumer influence in program design and evaluation
- Person-Centered Service Planning and Management

■ ***Potential Strategies:***

- Consumer/Family/Advocacy Director's Office mentoring
- Consumer/Family/Advocate Budget Item Review Group
- Statewide Consumer/Family "Increase the Voice" contest
- Person-Centered Service Planning/Management



# VISION THEME: BETTER INTEGRATION OF BEHAVIORAL AND MEDICAL SERVICES

- ***The Vision Theme: DMH focuses care coordination on Consumers' behavioral and medical conditions for better health outcomes.***
- ***Areas of Emphasis:***
  - Consumer risk prediction and prioritization based on co-occurring conditions
  - Consumer medication and treatment adherence
  - Consumer healthcare coordination and local service integration (medical, behavioral and substance abuse)
  - Promoting healthy consumers based on lifestyle and dietary choices
- ***Potential Strategies:***
  - Mental Health/Medicaid Pharmacy Partnership Budget Initiative
  - Medicaid CCIP Initiative
  - CMHC/FQHC collaboration
  - DMH smoke-free facilities and consumer smoking cessation programs

# VISION THEME: FACILITATING/IMPLEMENTING A VISION FOR MISSOURI CHILD MENTAL HEALTH

■ **The Vision Theme:** *DMH facilitates Missouri's interdepartmental vision/action to better address child mental health needs.*

■ ***Areas of Emphasis:***

- Interdepartmental prioritization of child mental health needs
- Interagency child consumer risk predication modeling/action strategy development
- Promoting child prescribing consistent with best practice

■ ***Potential Strategies:***

- Voluntary school-based screening for mental illness in teens
- Maximizing Medicaid funding streams, such as EPSDT
- MH/Medicaid Pharmacy Partnership child-based initiatives

# VISION THEME: USING DATA ANALYTICS FOR DECISION-MAKING

■ ***The Vision Theme:*** DMH uses data analytics for consumer risk prediction, program decision-making and outcomes evaluation.

■ ***Areas of Emphasis:***

- **Consumer Risk Modeling**
- **Establishing Baselines for Trend Analysis**
- **Program Output and Consumer Activity Monitoring Systems**
- **Outcomes Evaluation**
- **Determining Return on Investment**

■ ***Strategies:***

- **Consumer Abuse and Neglect Monitoring and Reporting**
- **Psychotropic Pharmacy Prescribing and Consumer Adherence**
- **Resource Utilization**
- **Tracking DMH Vision Theme Goals, Strategies and Outcomes**

# VISION THEME: STRONG, ACCOUNTABLE LOCAL MENTAL HEALTH SERVICE SYSTEMS

■ ***The Vision Theme: DMH develops and supports strong local MH service systems accountable for the full continuum of care.***

■ ***Areas of Emphasis:***

- Building/promoting strong, accountable, and influential systems in CPS, MRDD, and ADA
- Establishing new approaches to quality assurance
- Exploring alternative reimbursement systems

■ ***Strategies:***

- MRDD Regional Center Reform
- CPS Acute Care delegation and privatization
- MRDD Centers of Excellence
- Accreditation Initiatives
- Exploring Capitation/case rate/per diem structures for target high risk populations in lieu of current unit reimbursement strategies

# VISION THEME: DMH LEADERSHIP DEVELOPMENT

■ ***The Vision Theme: DMH develops and mentors a deep pool of future Missouri mental health state and local leaders.***

■ ***Areas of Emphasis:***

- Future leader identification and recognition
- Leader Development
- Leader Mentoring

■ ***Potential Strategies:***

- Developing protocols for future leader identification
- Utilization of DMH Leadership Team across program divisions
- Identification of broader state and local future leader group for Training and Mentoring
- DMH Leadership Institute

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# **THE MISSOURI DMH LEADERSHIP TEAM**

## COMPOSITION OF THE DMH LEADERSHIP TEAM ACCOUNTABLE FOR ACHIEVEMENT OF THE VISION THEMES

- The DMH Leadership Team will consist of a a broader group than the DMH Senior Management Team
- The DMH Leadership Team will consist of :
  - Program Division Directors (ADA, CPS, MRDD); *and*,
  - Administrative Support Deputies and Directors (DMH Deputy Director, Clinical Support Director, Legal Counsel, Office of Administration Director, Budget Director, etc.); *and*
  - Leaders of DMH Priority initiatives (DMH Deputy Director, Transformation Initiative Leaders, Clinical Support leaders, etc.); *and*
  - Leaders selected for executive development.

# THE RULES OF THE 2007 DMH LEADERSHIP PROCESS

- All leadership team members must be invested in and accountable for the vision development processes.
- Designated individual team members may be delegated key responsibility for facilitating the team's effort.
- The DMH leadership team will be judged by two things:
  - **How we act, and**
  - **What we do.**
- **How we act** will determine whether we are trusted and respected.
- **What we do** will determine whether the vision is achieved.
- Being trusted and respected will help achieve the vision.
- Being trusted and respected is inadequate if the vision is not achieved.

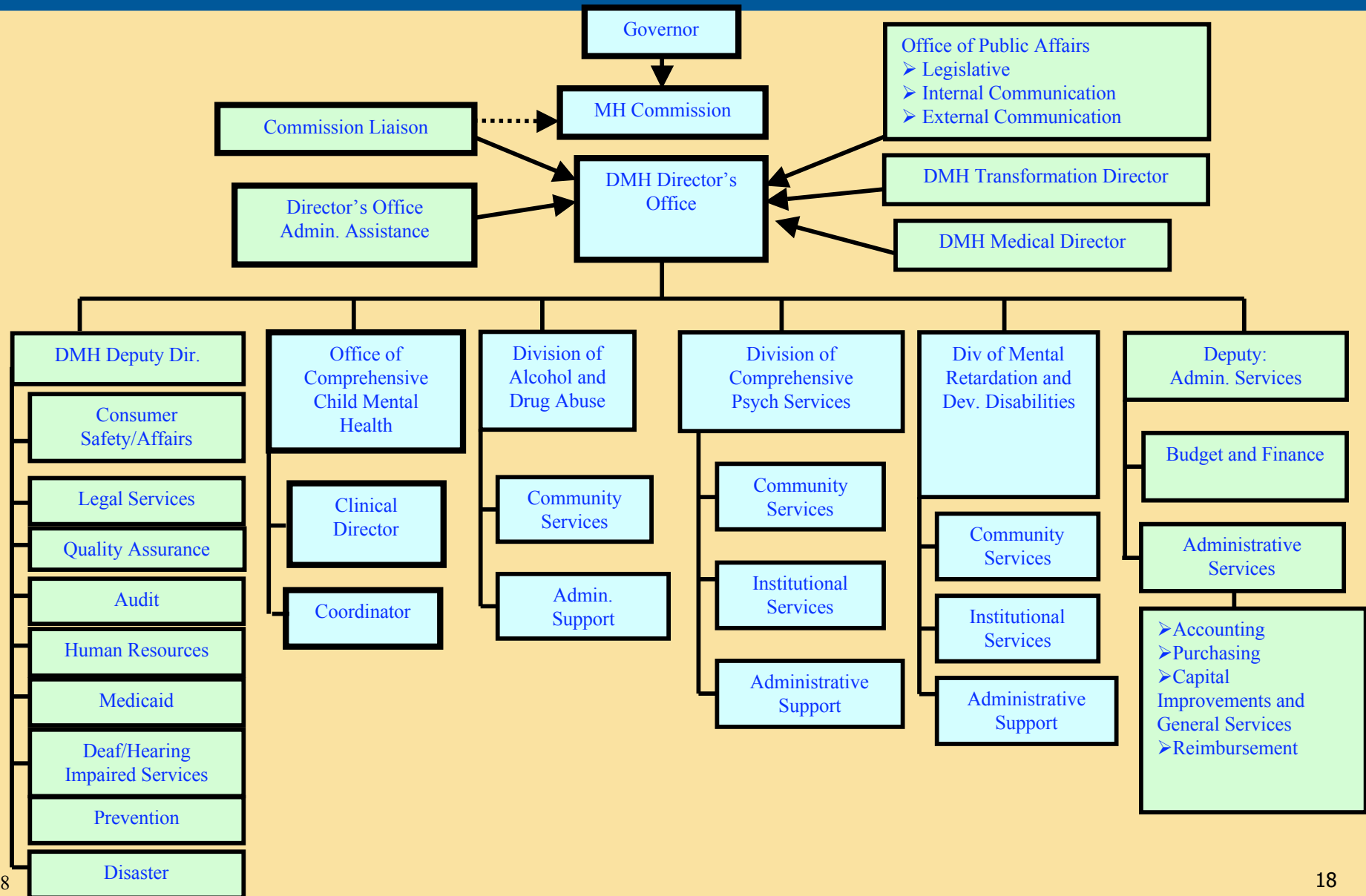




# **DMH ORGANIZATIONAL STRUCTURE PRINCIPLES**

- **The department director has a direct line of authority to program divisions.**
- **DMH executives will strive to limit the number of direct reports to no more than seven when possible.**
- **In some cases, the DMH Director will supervise special-initiative leaders (e.g. Transformation Initiative) to assure a focus on DMH's vision.**
- **MRDD and CPS Program Division Directors will be responsible for the full continuum of state-operated and contracted services in their individual disciplines.**

# DMH ORGANIZATIONAL STRUCTURE



# DMH TRANSFORMATION STRUCTURE

## Missouri Department of Mental Health Transformation Initiative Table of Organization

